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Saying ‘no’ to Destructive Leadership: a case of Career Resilience

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Please contact the corresponding authors, if you would like to access the full case study.

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Abstract:

This case study delves into the complexities of navigating leadership dynamics within corporate environments, focusing on the journey of Balan, an experienced IT professional. Balan's career trajectory unfolds within ABC Global Services, where he joins as an Associate Director, reporting to Varun, the offshore team's Director. Varun's abrupt dismissal due to unethical practices exposes Balan to scrutiny and undue scepticism of Santhosh, who joined as a BU Partner during that period. Despite Balan's technical proficiency and successful project management, Santhosh's passive-aggressive behaviour and reluctance to support his career advancement leave Balan disillusioned. Through strategic alliances and perseverance, Balan mitigates the impact of organizational politics, leading significant projects to commendable success. However, Santhosh sabotages Balan's quest for promotion. Ultimately, Balan's decision to depart ABC Global Services underscores the toll of leadership on individual morale and career progression. The case sheds light on the importance of resilience, strategic navigation, and ethical conduct in confronting power dynamics, offering valuable insights for professionals navigating similar challenges in corporate settings.



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